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Assistant Director for Operations

12 October 1950

Management Officer

Summary of Management Staff Studies of Administrative Staffs in the Office of Operations.

1. Findings:

a. The dissimilarity of organization and operations of the three Divisions of the Office of Operations appears to warrant maintenance of three distinct Administrative Staffs. Moreover, the existence of two distinct communications systems to connect the field offices of these two divisions with their respective Washington headquarters and the operational and geographic separation of Contact Division and [REDACTED] field offices from each other lends support to the separation of departmental Administrative Staffs.

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b. Little or no coordination or exchange between the Administrative Staffs of the Office of Operations was evident. Opportunity for one Staff to benefit from work of another Staff was illustrated during the course of the Study. [REDACTED]

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[REDACTED] Staff was in the process of drafting and issuing a field procedure to be employed in accounting for unvouchered funds. A similar procedure had been operative in Contact Division for some time. The Contact Division's experience and field procedure would have proved helpful to [REDACTED]

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c. The need to provide flexibility in departmental and field assignment of administrative personnel is recognized by [REDACTED] Office of Operations. Even with the addition of an extra position or two on this departmental staff, maximum flexibility would not be achieved. Thus far, the possibility of considering incumbents of all departmental Administrative Staff positions in the Office of Operations as likely exchange candidates has not been fully explored and the internal operations and procedures of the Administrative Staffs, Office of Operations, have not been coordinated to facilitate this concept.

d. The acute personnel recruitment and morale problems of Foreign Documents Division, Office of Operations, require the personal attention of the Personnel Director and the Chief of the Administrative Staff, CIA, to develop new recruiting areas and to effect job satisfaction within Foreign Documents Division, Office of Operations.

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e. In those Staffs with field offices, it was found that channelization of all field actions through their respective departmental Administrative Staffs considerably increased the workload of headquarter's Administrative Staffs, proved cumbersome and time-consuming for effecting the desired action, and caused some duplication of effort between the field and headquarters.

f. Generally, administrative procedures are well-designed and efficiently-administered. Some minor simplifications were suggested during the survey and instances of unnecessary or duplicate records were noted. However, the most significant reductions of workload in all the Administrative Staffs can be achieved only through the cooperation of Agency administrative officials:

(1) Extension of Agency machine records services administered by the Special Support Staff to the particular needs of these Administrative Staffs, Office of Operations, will eliminate considerable record-keeping and reporting.

(2) The elimination or simplification of reporting, record-keeping and other procedures prescribed by directives emanating from the Agency Administrative Staff, particularly for field transactions, would be welcomed. Moreover, provision of information, such as budget allotment by field offices, would facilitate operations.

g. Specific table of organization changes are indicated in the separate reports prepared for the Office of Operations Administrative Staffs. It is possible that total personnel strength can be reduced from two to four positions if the assistance indicated in paragraph f, above, is obtained.

2. Recommendations:

a. No action be presently taken to consolidate the Administrative Staffs, Office of Operations. However, if the character of Office of Operations field activities should change to the point that communication facilities should be merged or field establishments of the Contact and [REDACTED] should be integrated, then consideration should be given to a consolidation of the Administrative Staffs, Office of Operations.

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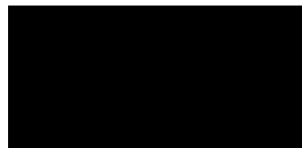
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b. The operations of the three Divisional Administrative Staffs be more closely coordinated by periodic staff meetings, circulation of internal memoranda and other coordinating devices. This would facilitate operations of the separate Administrative Staffs and would achieve the uniformity of operations required for departmental-field exchange of personnel.

c. Each activity concerning field activities be analyzed to determine if strict channelization of field action through departmental Administrative Staffs is required.

d. The assistance of the Chief, Administrative Staff, CIA, and the Chief, Special Support Staff, the Budget Officer and Personnel Director be solicited, as appropriate, to facilitate operations and to reduce the clerical workload of the Administrative Staffs, Office of Operations.
(Note: The Management Staff will render such assistance as may be requested.)

e. As procedural simplifications are achieved through machine records and other means, the tables of organization be periodically reviewed with the intent of reassigning positions in the Administrative Staffs to other segments of the Office of Operations.



cc: Chief, CGAFS
Budget Officer
Personnel Director
Chief, Administrative Staff
Chief, Special Support Staff

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Assistant Director for Operations

5 October 1950

Management Officer

Management Staff Study of Administrative Staff, Foreign Documents
Division, Office of Operations.

1. Findings:

a. The most difficult task facing this Staff is personnel recruitment and placement to fill the professional vacancies in the Division. An examination of past efforts indicate that action over and beyond the cognizance of the Administrative Officer and his deputy must be taken to remedy this situation.

b. Closely allied to the foregoing problem is that of reconciling the need of the Division to retain capable professional employees for whom no further advancement is possible in the Foreign Documents Division, Office of Operations, with the individuals' ambitions. Again, solution of this problem is contingent on Agency actions and policies outside the purview of the Administrative Officer of this Division.

c. The personnel activity outlined in the two preceding paragraphs constitutes the major professional workload of this Staff. Practically the full working effort of the Assistant Administrative Officer is devoted to this activity. If it is recognized that assistance on the personnel problems must come from officials outside the Administrative Staff, Foreign Documents Division, Office of Operations, it then appears that the presently-allocated position of Assistant Administrative Officer, GS-11, is not needed. The other administrative activities for this comparatively small, wholly departmental Division can be effectively handled by the Administrative Officer and the Administrative Assistant, GS-7.

d. A major segment of the effort of the Administrative Staff, Foreign Documents Division, Office of Operations, is devoted to record-keeping. Duplicate and unnecessary records were evident. For example, duplicate time and attendance records exist; leave balances for all employees are kept current; cumbersome overtime records are maintained.

2. Recommendations:

a. The Chief of Foreign Documents Division with the approval and support of Assistant Director for Operations negotiate with the Personnel Director and the Chief, Administrative Staff, CIA, to establish a recruiting program whereby potentially-promising

recruiting areas outside of Washington will be periodically visited by members of the Administrative Staff, CIA, and by the Division Chief, Deputy Division Chief, and Branch Chiefs of Foreign Documents Division, Office of Operations. Contacts developed through such visits should be kept active by follow-up correspondence and visits.

b. The Personnel Director be requested to apply the facilities of the Agency Career Management Program for the advantage of deserving employees of Foreign Documents Division, Office of Operations. In implementation of this suggestion, provision will have to be made for the continuous recruitment and training of lower-grade intelligence analysts with language facility to serve as replacements for employees advanced to other segments of the Agency by career management. The Administrative Officer of Foreign Documents Division, Office of Operations, indicated that officials of this Division would be willing to let this Division serve as a training and orientation area for career management purposes. (Note: The Management Staff will coordinate this suggestion with the Personnel Director and with the Chief, Administrative Staff, CIA, to effect implementation, if feasible.)

c. Duplicate and unnecessary administrative records be eliminated and the facilities of Agency machine records be utilized wherever possible.

d. The position of Assistant Administrative Officer be abolished and the Administrative Staff, Foreign Documents Division, Office of Operations, table of organization be reduced by one position.

e. At such time as unnecessary administrative records are eliminated and the facilities of machine records have been expanded to provide greater service (approximately 1 January 1951), consideration be given to reallocating one clerical position to that of clerk-typist, such position being assigned in the Administrative Staff, Foreign Documents Division, Office of Operations, as a one-man clerical pool or in one of the substantive Branches, as need dictates.

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cc: Personnel Director
Chief, Administrative Staff ✓
Budget Officer
Chief, COAPS